

*VOID / NOT SENT*  
DD/S 72-2335

MEMORANDUM FOR: Director of Training

SUBJECT : Training and Personnel Development

REFERENCE : Memo dtd 5 June 72 to DD/S fm ExDir-Compt,  
same subject (DD/S 72-2254)

Hugh:

Although the Executive Director-Comptroller has been very generous with his comments about training, he very clearly makes the point in referent memorandum that we are going to have to train more employees in the core courses. I had a similar reaction to your memorandum of 17 April 1972 (DD/S 72-1579; DTR-7403).

I believe the Agency will benefit most from a training effort that includes all, or nearly all, employees. Our training goals probably should not restrict Office of Training core courses to employees with executive or managerial talents. To do so would be to overlook the great value of teaching less qualified employees how better to do their jobs. A restrictive program would also affect the morale of those not selected to participate. In other words, I believe it would be a serious mistake to restrict a program involving the core course concept to "comers."

We should have much broader training available to practically all employees at appropriate stages of career development that makes use of modified versions of existing core courses. In contrast to what Agency regulations said about the Midcareer Development Program being for the elite, the thrust of future regulations and practices should be toward the majority of our employees. Executive development training should not be highly publicized and set forth in directives but should be accomplished quietly and without fanfare.

I visualize training for potential executives in more extensive versions of the core courses, beginning at the midcareer level, and including other specialized instruction. For example, the future Midcareer Course probably would be conducted periodically in the auditorium because of the number of eligible employees. Those few employees identified for executive development would take that course, but also would continue with additional instruction in a similar group much like the present Midcareer Course. This additional or extended training would enable them to benefit

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from leadership instruction, to gain more experience in interpersonal relations, to learn the discipline of giving individual presentations, and to gain exposure to other managerial concepts.

Mr. Colby's ideas represent a challenge and I ask that you and your staff study his paper and my comments and, together with the Director of Personnel, discuss them with me at an early date. I am anxious to respond quickly to the Executive Director and to set clearly our training goals and related executive development tasks.

John W. Coffey

Att: Ref memo  
cc: Director of Personnel